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CURRENT MUNICIPAL AFFAIRS

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Last April the mayor of Cambridge appointed an advisory charter commission, chosen to represent every element, political, social, and industrial, in the city for the purpose of suggesting improvements to the existing charter, either in the way of amendment or substitution of an entirely new charter. The charter now in force was adopted in 1846, it was considerably amended in 1891, and it has had spasmodic changes ever since—with the result that the present document is completely out of date and not in accord with the practice general in Massachusetts cities. In 1911 a commission-government charter was defeated at the polls and, somewhat modified, will probably be submitted at the same time with the charter which has just been drafted by the commission.

The proposed new charter is designed to meet certain defects now existing, and to answer the particular needs of Cambridge. Its main points may be roughly classified under three headings: (1) the separation of legislative and administrative functions; (2) the consolidation of departments; (3) the adoption of direct legislation and the recall. The bi-cameral council is removed and the new city council is to be composed of seventeen members, six elected at large and one from each of the eleven wards of the city. The other elective officers are the mayor, one member of the board of assessors and one or two members of the school committee every year, each to serve for a three-year term. All elections are annual. The present twenty-eight administrative departments are reduced to fourteen, and these consist of five large, working departments—public works, public safety, public buildings, public health and public grounds—and the smaller departments of hospitals, finance, assessors, law, city clerk, election commissioners, overseers of the poor, schools, and city planning. Each of the five large departments is under a director who is appointed by the mayor, without confirmation, and who is subject to removal by him at any time or to recall at any election. The term of appointment for these directors is three years, except in the case of the director of public safety, where it is five years. All appointments

within departments are made by directors in charge. The city council is given large powers: it makes all appropriations and loans; it determines by ordinance all salaries, all duties of departments, and all regulations regarding licenses and permits. It may not, however, increase the number of city departments.

The recall applies to directors of the five large departments and may be instituted upon petition of 20 per cent of the total number of votes cast for mayor at the preceding annual election. Initiative petitions require signature by 20 per cent for submission at a special election and by 10 per cent at a general election; the percentage needed for a referendum is fifteen.

The date of city elections is changed from March to December, and the fiscal year is made to correspond to the calendar year. It is provided that the financial accounts of the city shall be published each year. The heads of departments, city engineer, superintendent of streets, city treasurer, city auditor, clerk of supplies, assistant assessors and election officers are exempted from civil service; but all other appointees and employees are under civil-service regulations. The charter will be submitted to popular vote in November.

Charter-revision is expected in Seattle during the coming year. The city council has voted to submit at the polls the choice of a freeholders' commission of fifteen, who shall frame a new charter for submission to the people. In connection with the election of the charter commission, the voters will also be asked to decide on the general question of the adoption of commission government.

The formal dedication on November 5 of the Los Angeles aqueduct marks the completion of the great task of supplying, beyond any probable increase in population, adequate water for all purposes. Nine years ago the city found itself in danger of water famine owing to the steady increase in population and it was found necessary to seek a greater supply than that furnished by the Los Angeles River. The water-shed on the eastern side of the Sierra Nevada Mountains, 250 miles away from Los Angeles, was used for this supplementary supply, which is carried over a steel and concrete water course to the mouth of the aqueduct, 25 miles northwest of the city. This immense work has been carried on by day-labor under the direction of the city's engineers with the exception of one small piece of contract-work, with a considerable saving estimated on the basis of the cost of work done by contract. The cost of construction was

estimated at \$23,000,000, with an additional \$1,500,000 to provide for the purchase of lands and water rights. This amount has not been exceeded although unforeseen demands have been made on it. It is interesting to note that the system of bonus payments was used wherever possible.

The Los Angeles aqueduct is primarily a water-works system; but it also is a power plant furnishing 120,000 horse power for factories, illumination, etc.; and, furthermore, it furnishes the means of irrigating, with the surplus water supply, more than 200 square miles of arid land near the city. The amount of water made available by the aqueduct is ample for the needs of 2,000,000 people—from 260,000,000 to 300,000,000 gallons per day. The population of Los Angeles is estimated to be at present somewhat over 450,000 inhabitants. The advantages accruing to the city and its people from this undertaking can hardly be overestimated from any point of economic good. Apart from the material side of the enterprise, it has a most remarkable feature in the total absence of politics from the whole affair. This is attributed to the great personal interest and pride which was felt in it by every citizen, to the full publicity given in the newspapers to all details, to the working of civil service in connection with the aqueduct bureau and, finally, to the determination on the part of the engineer-in-charge and of the voters that no political influences should in any way interfere with the work.

Announcement is made that the National Municipal League will offer next year a prize of \$250 for the best essay on a subject in municipal government, the competition to be open to graduate students. A committee of the League consisting of Messrs. Munro of Harvard, Rowe of Pennsylvania, and McBain of Columbia, has been appointed to formulate conditions governing the competition. The League already offers a prize of \$100 in a competition open to undergraduates.

That a feeling of responsibility in regard to civic conditions and their improvement is becoming the rule among the larger universities and colleges of the country makes itself more noticeable each quarter. This is evident not only in the establishment of municipal reference bureaus in connection with these institutions, but also in their curricula and, especially, in the work which is being offered by the various extension departments. For example, a new municipal reference bureau has been organized by the University of California, to help solve municipal problems in that state. It will furnish advice on practical problems as well

as on those of a theoretical nature: as, for instance, on the question of paving, a full supply of information will be placed at the disposal of officials covering such points as the best material to be used under certain conditions, etc., as shown by experience elsewhere. Likewise, the extension department of the University of Oregon has undertaken to coöperate with the various boards and officials of municipalities and towns in the state, so that the most reliable information and efficient methods may be furnished every public official. The department aims also to coöperate with different civic and welfare organizations in planning social betterment, and with the financial officers of communities for more uniform accounting systems.

The University of Kansas, through its extension division, has arranged to offer a course of lectures on fire protection open to members of fire departments in the municipalities of the state of Kansas. To this end the University is coöperating with the state fire marshals. A special feature of the lectures will be instruction in the latest methods of fire protection. It might be mentioned here that the work for civic and social betterment undertaken by the extension division includes not only a municipal reference bureau to collect data on municipal topics, and to supply information to city officials and others, but it also issues popular lectures and bulletins on such subjects as commission government, problems of city government, city sanitation and epidemics, playgrounds and parks, the recall of judges, etc.

At the State University of Iowa special attention is being given by the department of political science to all modern methods of government. One of the new courses is on county and township government. There has been established at the University of Kansas what is probably the first professorship of child welfare, and the chair will be filled by Prof. William A. McKeever. A course of lectures on housing and town planning is to be given during the coming half-year at Swarthmore College by Dr. Carol Aronovici.

The bureau of municipal research and reference, which was established at the University of Texas in June, 1913, has set itself the task of solving some of the difficult problems which confront the cities of Texas. To this end, the work of the bureau is proceeding in two directions: first, in the collection of material relating to city government in this country and abroad, to be placed at the disposal of those desiring to make use of it; and, second, the publication of bulletins giving information on municipal matters which might be helpful to cities. In this latter category is a pamphlet on *A Model Charter for Texas Cities*, by Dr. Herman G.

James, director of the bureau, which forms Bulletin No. 316 of the University of Texas, Municipal Series No. 1. This model charter provides for the election of five unpaid commissioners, who shall appoint a mayor as chief executive officer of the city. The mayor, who is to be chosen from applicants on the basis of administrative qualifications, will of course be the "city manager" and is to be responsible to the commission. All appointments are to be made by him, as well as all removals. The charter includes provisions for preferential voting and direct legislation and the recall.

Two instances of coöperation between universities and civic organizations are interesting. In Scranton, Pa., the board of trade has guaranteed a sufficient number of scholarships to enable the Wharton School of Finance (University of Pennsylvania) to establish a branch in the city. The board has given the use of its rooms for the school and has secured the larger part of the enrollment, which is now a little over two hundred and more than twice the number guaranteed. The purpose for this venture is the securing of better and more advanced business training for the young men of the city who cannot afford to go elsewhere to obtain it and, in that way, to ensure "a greater economic efficiency for the entire community in years to come."

The second example is furnished in the plans for coöperation between the faculty and students of the University of Syracuse on the one hand, and the chamber of commerce and city administration on the other. This scheme is to be similar to the affiliation between the University of Cincinnati and the last municipal administration in that city.

There is strong indication that the famous city council of Newport, R. I., will be considerably reduced in size during the next year or so. The council at present numbers 195 and, if the present agitation succeeds, it will be diminished to a membership of 25. A similar movement, though on a smaller scale, is taking place in the city of Providence not only to decrease the number of councilors from 40 to 20, but also to increase the responsibilities of the council.

Recent figures have brought out the fact that the annual loss by fire in this country and the correspondingly high cost of fire insurance should bear their full responsibility in maintaining the high cost of living. It is claimed that this annual fire waste in the United States is about \$250,000,000—the equivalent of a yearly tax of \$2.50 on every man, woman and

child in the country. And this figure includes only the loss on buildings and their contents. If the total loss from fires, excluding forest and marine losses, but including cost for protection and premiums on insurance, were considered, it would amount to over \$400,000,000 per annum. This immense sum represents an absolute loss and brings benefit to no one. Insurance against fire averages to cost, in the United States, approximately 1 per cent of the policy value, or one dollar per hundred, with the present rate of annual loss by fire. In the countries of Europe the fire waste is about one-tenth as great and the rate on insurance varies accordingly. Faulty building construction and lack of adequate care and knowledge in preventing fires is alleged to be the cause of the larger part of this enormous waste.

The fire commissioner of Boston is perfecting a scheme for the numbering of fire alarm boxes so that there will be less confusion in identifying signals on the occasion of fires. The plan adopted will involve a complete re-numbering of all the boxes in the city. It is intended to divide the city proper into two sections, and then to sub-divide these two sections into districts. Each district will have its own guide number, which will be sounded first of all when an alarm is rung in. In this way all alarms in a certain district would start with the figure two, in another district with three, etc. All buildings and institutions having private boxes will be given district numbers like any other box.

The *First General Ledger Report* (January 1, 1913) has been issued by the city of Cleveland and gives the results of the work of the city auditor during the year 1912. This represents a new departure for municipal accounting, offering as it does, for examination by the people, an exact account of assets and liabilities, together with the figures of the actual unit and per capita cost of operation in the different departments of the city.

The *Fifth Annual Report on the Statistics of Municipal Finance* of Massachusetts for 1910, just issued by the Massachusetts bureau of statistics, deals with the increasing tendencies shown by the cities of that state toward accounting reform.

Another document relating to Massachusetts municipalities is the *Annual Report of the School Committee of Newton, Mass.* (1912, pp. 151). This report presents a very thorough analysis of the cost of public schools according to the different grades and compares this cost in Newton with that in other cities and towns of Massachusetts.

The nineteenth annual meeting of the National Municipal League and the twenty-first national conference for good city government was held on November 11 to 15, at Toronto. The papers presented included the annual *Review* by the Secretary of the League, Hon. Clinton Rogers Woodruff; the presidential address on "Public Opinion," by Hon. William Dudley Foulke; "The Status of Liquor License Legislation," by John Koren of Boston; "The Model Municipal Court," by Herbert Harley of Chicago; and "The Actual Operation of the Oregon System," by Richard W. Montague of Portland. One session was devoted to a consideration of Canadian city affairs and there were papers as follows: "Ontario Municipal Methods," by Hon. W. J. Hanna; "Ontario's Publicly Owned Hydro-Electric System," by Hon. Adam Beck; "Economic Housing in Toronto," by G. Frank Beer; and "St. Lawrence River and Great Lakes—Harbors and Navigation," by F. S. Spence. There were also reports of various committees of the League.

According to a list recently compiled, fares charged on street railways in eleven cities of the United States are less than 5 cents each. In two Canadian cities also, Ottawa and Vancouver, six tickets are sold for 25 cents. The lowest fare is the 3-cent rate found in Cleveland, while 8 tickets for 25 cents are sold in Columbus, Ohio, in Port Huron, Mich., on one road in Milwaukee, and during certain parts of the day in Detroit. A rate of 6 tickets for 25 cents, and in some cases a greater reduction during business hours of the day, is charged in Akron and Dayton, Ohio, in Indianapolis, in Green Bay, Wis., and in Kalamazoo, Mich. A 3-cent fare is in force in Toledo while the traffic is heaviest, and 6 tickets for 25 cents are sold during the remainder of the day.

Recent figures seem to prove beyond doubt that in England undertakings for the manufacture and supply of gas can be run by small local authorities with profitable results. The lastest case of this is shown by the Selby urban district council, which purchased its gas works twenty years ago. In all about £40,000 has been expended on the undertaking. The financial results are these: the whole amount of the capital has been repaid out of revenues and also approximately £3000 has been appropriated at various times for the relief of taxes. In the matter of service, there has been a reduction from 3s. 6d. to 2s. 3d. per 1000 cubic feet for lighting and of 1s. 6d. to large power consumers. During the last fiscal year the total output of the gas plant was 51,477,300 cubic feet, the total revenue was £8818, the working expenses £6018, and the capital charges

£1077. From the net revenues the sum of £700 was appropriated for tax relief and £644 for "works of a capital nature."

The city of Dresden has been authorized to issue a loan of \$17,850,000 to cover the cost of comprehensive municipal improvements and undertakings which the city is contemplating. This will include the enlarging of different municipal plants, as, for example, the gas, electricity and water works, the street-car system, and the slaughterhouses of the city. Part of the money will be used also for the purchase of land, the erection of hospitals, and the building of a waste weir and a new bridge over the Elbe.

The doctrine of the municipal ownership of public utilities gains converts in this country from time to time, as is shown just at present in the case of the cities of St. Louis, Cleveland and Houston. In the new charter which is being drafted by the board of freeholders for St. Louis municipal ownership of public utilities is to form one clause. This will extend to the ownership of street railways, subways, gas and electric lighting plants, laundries and lodging houses. The charter will be voted on next autumn. That this action in St. Louis is not out of accord with the practice of other municipalities in the state is brought out by the facts printed in the recent *Report of the Missouri Public Service Commission*. It is there stated that, out of 312 public utility plants at present operated in the commonwealth, 109 are owned by municipalities. A comparison between the differently owned plants is being prepared for the commission by experts. The city of Cleveland has won its suit against restraint from issuing \$1,000,000 worth of bonds for a municipal lighting plant and proposes to proceed at once with the issue of bonds and building the plant, which will be the largest municipally-owned lighting system in the United States. Three lighting plants are already operated by the city—two of which were acquired by annexing suburbs. When the new establishment is built all four will be operated as one system. The price of electricity for lighting will continue to be at the rate of 3 cents per kilowatt hour and represents a considerable reduction on the rate charged by the Cleveland Electric Illuminating Company.

Under the recently adopted provisions for home rule in the Texas constitution, the city of Houston has amended its charter to provide for restricted municipal trading in all directions. The city will thereby be enabled to buy land, build houses, own and operate utilities of all kinds, and, in short, to conduct any business it wishes.

As for the public ownership of street railways, the city of St. Louis again affords an illustration. Very little attention has been called to the fact that the city owns and operates a line about seven miles long which connects the St. Louis water works with the city. This line was built in 1901 to provide for the transportation of employees and supplies to the water works because of the lack of any other means of connection between the city and the works. Lately, owing to the interest felt in the water department and because of the park which has been established on the river bluff near the works, the road has been used for passenger service and fares have been collected from the general public since August. The road carried over 350,000 passengers during the last fiscal year and, out of a total of 52,242 passengers in the first three weeks of September, there were 30,896 who paid fares. Cash receipts will be small during the winter months and this will prevent the line from becoming self-supporting just yet. But a good deal of interest is felt in the experiment inasmuch as the main street-car line in St. Louis is a privately-owned corporation and as the question of municipal ownership is attracting a good deal of attention in the city. According to the present charter, while the city is not specifically permitted to operate a railroad as a common carrier, yet it is nowhere specifically prohibited from doing it.

It might be mentioned also that gross receipts from San Francisco's municipally-owned line of street railway—the Geary Street road—continue to be largely in excess of expenses. Traffic on the road for the month of October averaged about 1892 persons daily.

A new department of public service has been established by the Massachusetts Agricultural College through its extension service. This has to do with rural civic improvement with particular reference to the physical aspects of rural communities, although the College offers all the assistance at its command toward every enterprise for civic improvement. The service covers advice and practical aid on such problems as the improvement of school grounds, the establishment and equipment of playgrounds, the restoration and improvement of town commons, reservations and historic spots, coöperation in the improvement of country roads with the state highway commission, the necessary care for trees, rural cemeteries, etc., and the best methods in water supply, sewage disposal, etc. Assistance and advice will also be given in connection with questions of organization, finance, and programs of work for village improvement societies. The work will be confined to strictly public

enterprises and is intended primarily for those in rural neighborhoods. Rural communities will therefore be given the preference, although any community in the state will be aided if it proves possible.

The sum of \$650,000 has been given by Mrs. Elizabeth Milbank Anderson of New York, to establish social welfare laboratories which shall be conducted by the New York Association for Improving the Welfare of the Poor. This gift makes possible the maintenance of a department of social welfare for experimenting as to the practicability of preventive and constructive measures for poor relief and in this way will facilitate the adoption of the best methods by the city and civic and social agencies.

The growth of the playground movement, or that for "organized play," has become constant during the last few years. This is especially true of the movement as directly maintained by city authorities. At the present time there are public playgrounds in about five hundred cities of the United States, and half of these are supported by the municipalities themselves, although at the start they were almost without exception maintained through private contributions and encouraged and conducted by persons or organizations especially interested in the work. This feature, of securing recognition for the playground as a vital and permanent office of the city government, is one of the greatest successes of the movement. During the past year about \$2,500,000 was spent in 250 cities for playground work. In the various cities there is wide divergence in the method pursued, as will be shown by the few examples which follow. Playgrounds in New Orleans include gardens; manual training and cooking have been removed from the school buildings to the playgrounds in Glen Ridge, N. J., in Columbus, Ohio, and in Holyoke, Mass. The city of St. John, N. B., has systematic musical drills in its playgrounds; in Kalispell, Mont., Indian dances in costume are taught; a boys' band is maintained in connection with the playground in Jacksonville, Fla. Music is provided in a great many cities, and dramatic and historic pageants are held in others. A movement along this same line, which shows a corresponding development towards better conditions, is that for larger school playgrounds in connection with school buildings.

For the purpose of extending building operations in Breslau, the municipal council of that city has made an appropriation of \$6,250,000 in order to make loans to those wishing to build. The matter of loaning this money will be in the hands of a special department of the municipal government. For some time past there has been a considerable decrease

in building operations because of the difficulty in securing the necessary loans to finance the undertakings.

A year's trial of the wider use of school buildings by adults in Brooklyn has resulted satisfactorily, and the movement will now be extended to schools throughout the city. School buildings which have formerly been idle for about forty per cent of the time, are now used outside of school hours for musical centers, lecture halls, and for the exhibition of model moving-picture shows. Sunday evening concerts and lectures have been held during the winter in the large auditorium of the commercial high school.

The experiment of bringing art exhibitions more conveniently within the reach of the people than is the Metropolitan Art Museum, is being tried in the Washington Irving School in New York City. If the project proves successful, the plan is to extend these neighborhood art galleries to other schools. Many of the exhibitions will be of collections loaned by private individuals. Another graphic means of educating the public is being used in New York by the health department. This is the museum of health which has been started by Commissioner Lederle, and consists of charts, apparatus, and various other data calculated to impress on the popular mind the importance of public health and the means of securing it.

Action for the promoting of city planning has been taken by several states, in addition to that of Massachusetts and Pennsylvania, noted in the last issue of the REVIEW. In New York every city and incorporated village has been authorized to create a planning commission and to provide city planning commissions; second-class cities have power to establish commissions but the authority given to the commissions is slightly curtailed. In Connecticut no state-wide action has been taken, but three individual cities have been given powers by special acts. The city of New Haven is to create a city planning commission with authority to make comprehensive plans for developing the city and to employ expert assistance. In New London the park board is empowered to act as a planning commission with the same powers as the commission in New Haven. A third special act permits West Hartford to establish a planning commission if the people vote in favor of it.

On November 18 and 19 there was held in Boston a city and town planning conference under the auspices of the chamber of commerce and the

Massachusetts homestead commission. This was the first meeting of such a conference for Massachusetts and was called by the governor of the state in order to facilitate the work of the new boards of city and town planning as established by the recent act of the legislature. Eight cities in Massachusetts have already appointed city planning boards—Cambridge, Fitchburg, Lawrence, Lowell, Pittsfield, Salem, Waltham, and Watertown. Papers were read at the meetings by experts in the different phases of city planning and by prominent state and city officials who took up the subject from every point of view.

At the third conference of the National Housing Association which was held at Cincinnati on December 3, 4, and 5, there were papers and discussions on the following topics: garden cities, coöperative housing, how to get cheap houses, the problem of the old house, restricted residence and business districts, the housing of workers at industrial plants, transit and housing, and health department organization and housing.

The National Civil Service Reform League held its thirty-third annual meeting in Boston on December 11 and 12. In addition to the reports of the different local associations and auxiliaries, and the presidential address by Governor Baldwin of Connecticut, there were papers on the merit system and the good roads' movement, the city-manager plan, the choice of municipal experts through competitive examinations in Philadelphia. The program included also a symposium on the selection of higher municipal officers.

City of Pittsburgh, *Report on a Survey of the Departments of Public Health, City Comptroller, City Council, Public Works, Supplies, Collector of Delinquent Taxes, Civil Service Commission, Public Safety, Bureau of Police, Bureau of Fire, Municipal Explosives Board, Inspector of Employment Agencies, Ordinance Office, and Division of Weights and Measures.* This report was prepared for the City Council of Pittsburgh by the New York bureau of municipal research during the months of June and July, 1913, and has just been published. Each department is considered very carefully as a whole and in its various parts. There is a brief introduction preceding the consideration of every department, which treats of the department concerned in a broad and general way. Good and bad points as developed by the city of Pittsburgh are also brought out and recommendations for improvements to be made are given in the case of each department.

Among other suggestions, the report recommends doing away with the office of delinquent tax collector. This official is paid for his services, at the rate of 1.5 per cent of the total collected. Last year this yielded him \$41,479 and, although from this sum he had to pay all the expenses of his office, his net income was about \$20,000 since all other expenses did not exceed the sum of \$21,500. This is double the salary of the mayor and could be quite easily collected by the city treasurer with the consequent saving of \$20,000 to the city. The report also decries the custom of making cash advances and loans to present and former city officials and employees, and to outside persons as well, out of the proceeds from delinquent taxes.

Two cities which will probably expand their city limits by annexing suburbs, are Richmond, Va., and Richmond, Ind. In the former city it is planned to add an area of about 16 square miles, thus making the total area of the city 27 square miles and increasing the population from 128,000 to 153,000. Richmond, Ind., will increase its area by about one-half if the project for annexation is carried out in that city. In Los Angeles the city council has authorized a campaign looking toward the annexation of 17 districts, with a population of over 100,000 persons, to the city. The work will be under the direction of a municipal annexation committee.

In lieu of any salary for service in the city council, in Eufaula, Ala., the members are to receive special rates for water, gas and electric light services provided by the municipal plants. The first plan, of giving free service to councilors, was judged unconstitutional.

St. Louis, which has heretofore followed the practice of depositing its garbage in the Mississippi River, has been compelled to change its method of garbage-disposal under order of the United States War Department. A contract with a reduction company is being contemplated, with the payment of \$45,000 each year for five years.

Throughout the country the progress which commission government has made during the last quarter is still on the positive side, and it estimated that 94 cities adopted, in the year 1913, some form or other of the short-ballot plans of city government. It has lately been adopted in the cities of Mt. Sterling, Paducah and Pineville, Ky., Haddonsfield and Phillipsburg, N. J., Lakeland, Fla., McKinney, Texas, Joplin, Mo., and

Saginaw, Mich. Commission government was defeated in Minneapolis by a majority of over 13,000. Its opponents claimed that the proposed charter tried to legislate upon too many details and to fix policies too rigidly. The charter included the election of seven commissioners, each to a specific office. Other cities rejecting the commission plan were Athens and Columbus, Ga., Eveleth, Minn., Dickinson, S. D., Rahway, N. J., and Springfield, Mo. In Kenosha, Wis., Kearney, N. J., Taylor, Tex., Quincy, Ill., and Yonkers, N. Y., charter committees are considering the adoption of commission government.

Two cities which have adopted and been administered under commission government without great success are Tacoma, Wash., and Wichita, Kan. In both of these cities the complaint against the commission form is that the combination of the legislative and the administrative functions in one set of officers does not work out well in practice. The city-manager plan is now being unqualifiedly advocated by the mayor of Tacoma for adoption by the city, and this position is endorsed by the Public Welfare League.

The municipalities which have adopted charters containing this latter plan of administration, to date, are Sumter, S. C., Hickory and Morganton, N. C., Dayton and Springfield, Ohio, La Grande, Ore., Phoenix, Ariz., Cadillac and Manistee, Mich., Terrell and Amarillo, Tex., and Morris, Minn. Of these, eight have less than 10,000 inhabitants, while two, Phoenix and Manistee, are only slightly larger. Dayton has a population of 116,577 and Springfield 46,921. In two other cities, Winona, Minn., and Sandusky, Ohio, charters are being drafted to include this plan of government, and a new charter along the lines of that adopted in Dayton has been proposed in Ithaca, N. Y. Adoption of the city-manager plan in Manistee came as a corollary to the satisfactory working of the scheme in Cadillac. The charters in these cities are similar and provide for the election of a mayor and four councilmen for five-year terms, subject to recall at the end of each year. They appoint the general manager and determine his salary. The other elected officers are five supervisors, four justices of the peace, and one constable.

Several cities which were unable to change their charters have created the office of city manager by ordinance, as, for instance, Staunton, Lynchburg and Fredericksburg, Va., Abilene, Kan., and River Forest, Ill. This is the case also in Titusville, Pa., where commission government was adopted under provisions of the Clarke act. The office of city manager is filled by the city engineer, thus consolidating the departments of engineering, streets, sewers, water, lighting, and pur-

chasing. The Allied Civic Bodies Committee of Pennsylvania has announced that, according to the terms of the Clarke law, any Pennsylvania city of the third class may adopt the city-manager plan by a slight adaptation regarding salaries paid to city officials.

In Illinois the village of Glencoe is advertising for a village manager as the result of the success attained by the manager in River Forest. The village manager will devote his whole time to departmental matters under the direction of the village board. Still another municipality which is considering the adoption of this office is Montrose, Colo. On the other hand, the city-manager scheme was rejected recently in Waycross, Ga., and Little Falls, Minn.

The new Dayton and Springfield charters went into effect on January 1. Mr. Henry M. Waite, chief engineer in Cincinnati, has been appointed to the position of city manager at a salary of \$12,500. In Springfield the post is being filled by Mr. Charles E. Ashburner, who has been city manager of Lynchburg, Va. No effort will be spared by citizens of Dayton to make the operations of the new charter a success. To this end there has been organized the Greater Dayton Association, with all the activities and interests of a city club, a municipal league, and a citizens' federation. The association already has a very large membership from all classes and occupations, both of men and women.

Supplementary to its report made two years ago, the National Municipal League's committee on commission government presented, at the recent annual meeting of the League, a majority report favoring the city-manager plan and stating the advantages which it affords. This supplementary report, and the minority report accompanying it, is printed in the issue of the *National Municipal Review* for January, 1914.

Early in November the Colorado state supreme court determined that the form of commission government and officials chosen to administer it last May in the city of Denver possess all legal rights. Last February amendments to the charter of Denver were passed, making it a commission-governed city, and in May the board of aldermen, board of supervisors, mayor and all other elected officials were superseded by the five commissioners elected at that time. Suit was instituted against the city commissioners. The decision of the court, however, sustains as legal both the adoption of commission government and the election of the commissioners as administrators of the city's affairs.

On December 1 the commission form of government went into effect in most of the cities in Pennsylvania—the exceptions being Philadelphia, Pittsburgh, Scranton, and three or four small municipalities which have

special charters. This general adoption is in accordance with the law passed by the last legislature. Under it city administrations will be in charge of a single council of five men, one of whom is mayor. Each is to be the head of one of the five departments into which the administration of the city is divided, namely, public affairs, accounts and finance, public safety, streets and public improvements, and parks and public property. The department of public affairs will be under the direction of the mayor.

While the details of the new charter being drafted for Columbus, Ohio, have not yet been published, the general plan for the government of the city has been agreed upon by the charter commission. This plan combines features from all the recognized forms of city government, while following none, and has been called by those opposed to it the "mongrel" form. When drafted the charter will provide for the selection of a mayor, an auditor and a solicitor at large, and four councilmen, one each from a specified district. These seven elected officers, who are to form the council of the city, are to administer its business affairs and make its laws, with the exception, however, that the direction of the fire and police departments is entrusted to the mayor alone, and that a certain independence is given to the auditor and solicitor in the conduct of their own departments. A general manager is to be appointed by the council, to take charge of all the city's affairs except the departments of fire and police as above-mentioned. It is expected that a good deal of opposition will be encountered by such unusual features in the charter as exemplified by the office of mayor deprived of the mayor's ordinary authority, the unnatural division of administrative duties, a legislative body which is neither a council nor a commission, a city manager with curtailed powers, and an unsound method of electing four commissioners or councilors.

Under the auspices of Mayor James R. Hanna, the entire municipal administration of the city of Des Moines is to be subjected to a searching investigation in charge of a committee of about fifty members. This committee is to consist of a delegate from every improvement league, commercial organization, labor assembly and similar body in the city, and will accordingly represent the general public as completely as is possible. An executive committee of five, appointed by the larger committee, is to have power either to conduct the investigation itself or to engage an efficiency engineer to do it. Every department of the city is to be checked up and wide publicity will be given to the findings.